INVESTING IN PEOPLE ... ADAPTING TO CHANGE

SKILLS DEVELOPMENT DIVISION

STRATEGIC PLAN

1991/92

Ministry of Advanced Education,
Training and Technology

MANAGEMENT PRINCIPLES

Skills Development Division

We value relationships with people within and outside of the Division, which are based on mutual respect and understanding.

The person responsible for doing a job must have the authority, accountability and autonomy to do the job efficiently, economically and effectively.

It is important to us to know our clients, involve them in the development and evaluation of our programs, services and initiatives, listen to their feedback and serve them well.

We strive for service quality, excellence and innovation in the performance of our work.

Open, two-way communication is expected and rewarded. Everyone is required to participate fully in the Ministry performance planning process.

Training and development opportunities will be made available to all staff. Mentorship and career development are recognized and supported.

All employees are encouraged to manage themselves in the performance of their work and to provide leadership through example.

We believe in empowerment, individual self-awareness, teamwork, integrity and professionalism.

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CONTENTS

SKILLS DEVELOPMENT DIVISION
STRATEGIC PLAN

GLOSSARY

ACKNOWLEDGEMENTS

I. SUPPORTING THE MINISTRY VISION

II. MISSION STATEMENT

III. GOALS

IV. DESIRED OUTCOMES

V. IMPLEMENTATION PLAN

VI. INDICATORS OF SUCCESS

APPENDIX

ENVIRONMENTAL ANALYSIS

1. EXTERNAL ENVIRONMENT

2. INTERNAL ANALYSIS

GLOSSARY DEFINITIONS - DIVISION STRATEGIC PLAN

SKILLS DEVELOPMENT DIVISION

"apprenticeship" refers to training which combines theoretical in-school instruction with practical on-the-job training under the direction of a qualified tradesperson or practitioner. Apprenticeship is administered, monitored and regulated by the Skills Development Division, through registering and counselling of apprentices, certification of apprentices and tradespersons, and coordination of the Apprenticeship system.

"human resource planning" refers to the process of analyzing an organization's human development needs under changing conditions, and developing activities necessary to satisfy them.

"labour force" consists of persons aged 15+ who are either working (employed) or actively looking for work (unemployed).

"labour market" refers to the arena or playing field where interaction between labour demand and labour supply takes place. The dynamic factors and activities influencing this interaction include - economic conditions, competitive challenges, technological, demographic and labour force changes, determination of wage rates, skill requirements, training and education, employer-employee relations, and impediments and barriers affecting the matching of labour demand to labour supply.

"labour market adjustment" refers to measures required to adjust to technological, economic and structural changes affecting the labour market.

"training culture" refers to a climate that places the highest value on the training and education of people, and in which shared responsibility of all stakeholders (including individuals) for investments in education, training, retraining and upgrading is acknowledged as a critical component of economic competitiveness and human development.

"under-represented groups" refers to those groups who face barriers to labour force participation and opportunities for training, including women, Aboriginal peoples, persons with disabilities, and visible minorities.

"Vocational Rehabilitation Service (VRS)" is administered by the Ministry's Skills Development Division, by Rehabilitation Consultants in centres throughout British Columbia. VRS facilitates and coordinates a comprehensive, vocation-oriented program which counsels and assists persons with disabilities to gain competitive employment and financial independence.

ACKNOWLEDGEMENTS

Our strategic plan is the result of extensive consultation within the Skills Development Division. It was prepared from the collective views, thoughts, and input of the Division staff. It is intended to be a flexible document, which will serve to assist in guiding the work of the Division. We believe the team effort used in the development of this Strategic Plan will serve the Division well in our future endeavours.

The Division working group had valuable input from Division staff and managers who worked on this document for approximately six months. The draft preceding this document was then presented to staff by Assistant Deputy Minister Joyce Ganong at workshops throughout the province. We would like to acknowledge the excellent formal and informal feedback and cooperation from all staff, both during the workshops and after.

Special thanks go to the working group chair, Kerry Jothen, who was also the Division's representative on the Ministry Planning Coordination Group, ensuring strong links between our Division Strategic Plan, and the Ministry Strategic Plan.

I. SUPPORTING THE MINISTRY VISION

The Ministry of Advanced Education, Training and Technology's programs promote a vision of British Columbia based on:

- **Economy** - A strong, globally competitive economy that provides its people with one of the highest standards of living in the world
- **People** - Well-educated, healthy, productively employed people
- **Environment** - A clean and safe physical environment
- **Opportunity** - A tolerant, diverse society where all individuals have the opportunity to achieve their potential.

The Skills Development Division sees **ADAPTING TO CHANGE** and **INVESTING IN PEOPLE** as the keys to achieving the Ministry's vision.

British Columbians need the tools to adapt to change and realize their potential through ongoing skill development.

We and our partners must anticipate change, plan ahead and respond to the challenges of change. In addition, we need to encourage development by fostering the individual's potential to create change for himself or herself.

II. MISSION STATEMENT

Investing in people to enable them to adapt to change is our ultimate objective. Our mission is to facilitate human resource planning, labour market development and skills development with the goal of helping British Columbians adapt to the challenges of our changing environment.

We achieve this by partnering with business, labour, workers, training institutions, communities and other governments to:

- provide responsive services supporting the apprenticeship and vocational rehabilitation systems, and initiatives which facilitate labour market adjustment;
- build awareness of how the dynamics of changes in the labour market and the workplace can affect each of us;
- promote changes in attitudes to increase labour market responsibility for, and participation in, skills development; and
- provide information and advice to help labour market partners make cost-effective skills development decisions.

III. GOALS

British Columbia is committed to the development of a skilled and competitive workforce. This development is assisted through the following goals, some of which are unique to our Division, and some which represent goals in common with other divisions in the Ministry.

SKILLS DEVELOPMENT DIVISION GOALS

Build on Strengths

Build on the strengths of the existing apprenticeship and vocational rehabilitation systems, and labour market adjustment programs and services.

Enhance Private Sector Skills Development

Enhance the ability of businesses to undertake human resource planning and skills development for increased competitiveness.

Provide Ready Access to Labour Market Information

Increase the amount, quality and availability of labour market information for British Columbians so they can make informed career and business decisions.

Develop a Positive Organizational Environment

Develop a positive environment where innovation, leadership and effective management of change are expected and rewarded.

III. GOALS (Continued)

MINISTRY-WIDE DIVISION GOALS

Foster a Training Culture

Develop an environment in British Columbia in which the necessity for ongoing skills development is accepted and acted upon as a matter of course.

Build Partnerships

Build partnerships with others in both the public and private sectors to foster shared responsibility for labour market and skills development goals.

Create a Comprehensive, Integrated Human Resource Development System

Create, through leadership and co-ordination, a comprehensive, integrated human resource development system which focuses on the present and future needs of the labour market.

Promote Equal Opportunity

Promote equal opportunity for all British Columbians, including under-represented groups, to benefit from employment and skills development opportunities.

IV. DESIRED OUTCOMES

Through the achievement of the stated goals in the previous section, the Division will assist British Columbians to be more skilled, enabling their employers to be more competitive, which in turn will strengthen the standard of living for all British Columbians.

Building on Strengths

- Increased participation by businesses, individuals and other organizations in programs and services.
- Increased consultation with all system stakeholders.
- Increased number of innovative initiatives in programs and services.

Private Sector Skills Development

- Increased private sector human resource planning and skills development.
- Increased training resources (i.e. departments, trainers, equipment, training materials, etc.) in businesses.
- Increased staff contact and consultations with businesses regarding human resource planning and skills development.
- Increased awareness of labour market trends and training needs among businesses.

Labour Market Information

- Increased quality and volume of information.
- Increased consultation to facilitate information and intelligence-gathering.
- Increased volume of information requests from internal and external clients.

IV. DESIRED OUTCOMES (continued)

Organization

- Improved client satisfaction.
- Increased job satisfaction, cooperation and communication, and an improved working environment.
- Increased extent of influence by the Division within and outside the Ministry.
- Increased understanding of the Division's mandate.

Training Culture

- Increased participation in skills development by individuals and employers.
- Increased activities to identify human resource planning and skills development needs.
- Increased individual responsibility for planning and carrying out skills development activities.

Building Partnerships

- Enhance existing partnerships (e.g. Industrial Adjustment Service, sectoral initiatives, colleges, federal-provincial projects and agreements, other jurisdictions, cross-divisional projects, business and labour).
- Partnerships with new types of partners.
- Increased planning and identification of needs among divisions and stakeholders.

Human Resource Development Systems

- Complementarity of labour market and skills development activities and resources.
- Increased awareness of governments' and other stakeholders' roles in labour market and human resource development.

Equal Opportunity

- Increased participation of under-represented groups, in the labour force, in training and in proactive labour market programs.
- Reduced unemployment and income assistance rates; increased levels of employment and job satisfaction; and increased income levels for under-represented groups.

V. IMPLEMENTATION PLAN

Implementation of the Division's Strategic Plan will be integrated with the Ministry's annual planning and budget management cycle and will be reflected in the Division's annual operational (tactical) planning process. The elements of this include:

- Division Marketing Plan;
- Operational Plan for each Skills Development Centre and each Division Branch;
- Division Information Technology Plan;
- Performance Management System;
- Human Resource Development Plan for each Branch;
- Division Program Evaluation Schedule; and
- Policy Review document on labour market priorities.

Most imoortantly, the implementation of the Division Strategic Plan will require the full participation of all Division staff. The next step will be the development of Workplans by each Division office based on the Division Strategic Plan and the unique local environment in which they operate. The Workplans will be used to shape the above elements of the Division's annual operational planning process.

VI. INDICATORS OF SUCCESS

Several factors will contribute to the Division's success in achieving its mission:

- Excellence of service internally and externally
- Increased awareness that training and human resource development are investments, not simply costs
- Strengthened apprenticeship training and vocational rehabilitation systems
- Projects, programs and services with clear, measurable objectives which are evaluated regularly and meet client needs
- Ongoing effective, staff-supported planning
- Increased Division capacity to anticipate and respond to changing labour market conditions
- Increased productivity due to information technology applications
- Increased information to assist clients in managing change
- A high level of job satisfaction, morale and quality of working life within the Division
- Recognition and reward for effective performance
- Effective Divisional and cross-Ministry communication
- A strong Divisional management team
- A Divisional vision which complements the Ministry vision
- A Divisional role which is clearly understood and supported both within and outside the Ministry
- Increased partnerships and linkages with Division clients
- Increased participation by under-represented groups in employment and training

APPENDIX

ENVIRONMENTAL ANALYSIS

The Skills Development Division must consider environmental factors affecting its strategic and operational activities in handling the needs of internal and external clients.

1. EXTERNAL ENVIRONMENT (Over the next decade)

Economic Pressures

- Increasing globalization of markets and production and growing competitiveness in knowledge-based industries and products.
- Technological advances in the workplace, particularly in information technology.
- Economic restructuring, continuing shift to service sector growth and diversification of provincial and regional economies.
- Realization of the direct linkage between workplace skills and economic competitiveness.

Demographic Trends

- Slowing growth in number of workers.
- An aging workforce and decrease in new workers, with resulting pressure to use under-represented labour force groups more effectively.
- Increased in-migration from the rest of Canada.
- Increased immigration, particularly from Pacific Rim and Asian countries.
- Increase in women's participation in the workforce.

Social Values

- Increasing concern over the environment and a growing shift to sustainable economic development.
- Greater emphasis on independence and self-sufficiency among disadvantaged groups.
- Increased responsibility of individuals for their own training and lifelong learning.
- Increased pressure to harmonize work and family responsibilities, which has a direct impact on the labour market.

Labour Market Developments

- Changing nature of the workplace.
- Trend toward jobs requiring a number of skills, higher skill levels and flexible knowledge.
- Increasing growth in management and professional occupations.
- Continuing skill shortages and unemployment in these areas.
- Increasing responsibility of private sector in managing the work environment.

Government Policies

- Growing recognition of interdependence of economic and social public policy issues.
- Global competitiveness and continued trade liberalization will serve as rationale for freer trade arrangements and removal of other internal trade barriers, one consequence of which will be labour market adjustment.
- Increased pressure to reduce policy/program overlap and duplication and increase efficiency, flexibility and accountability in government programs in the face of financial pressures.
- Increased pressure for government to show leadership in employment equity initiatives.

2. INTERNAL ENVIRONMENT (Summary)

Strengths

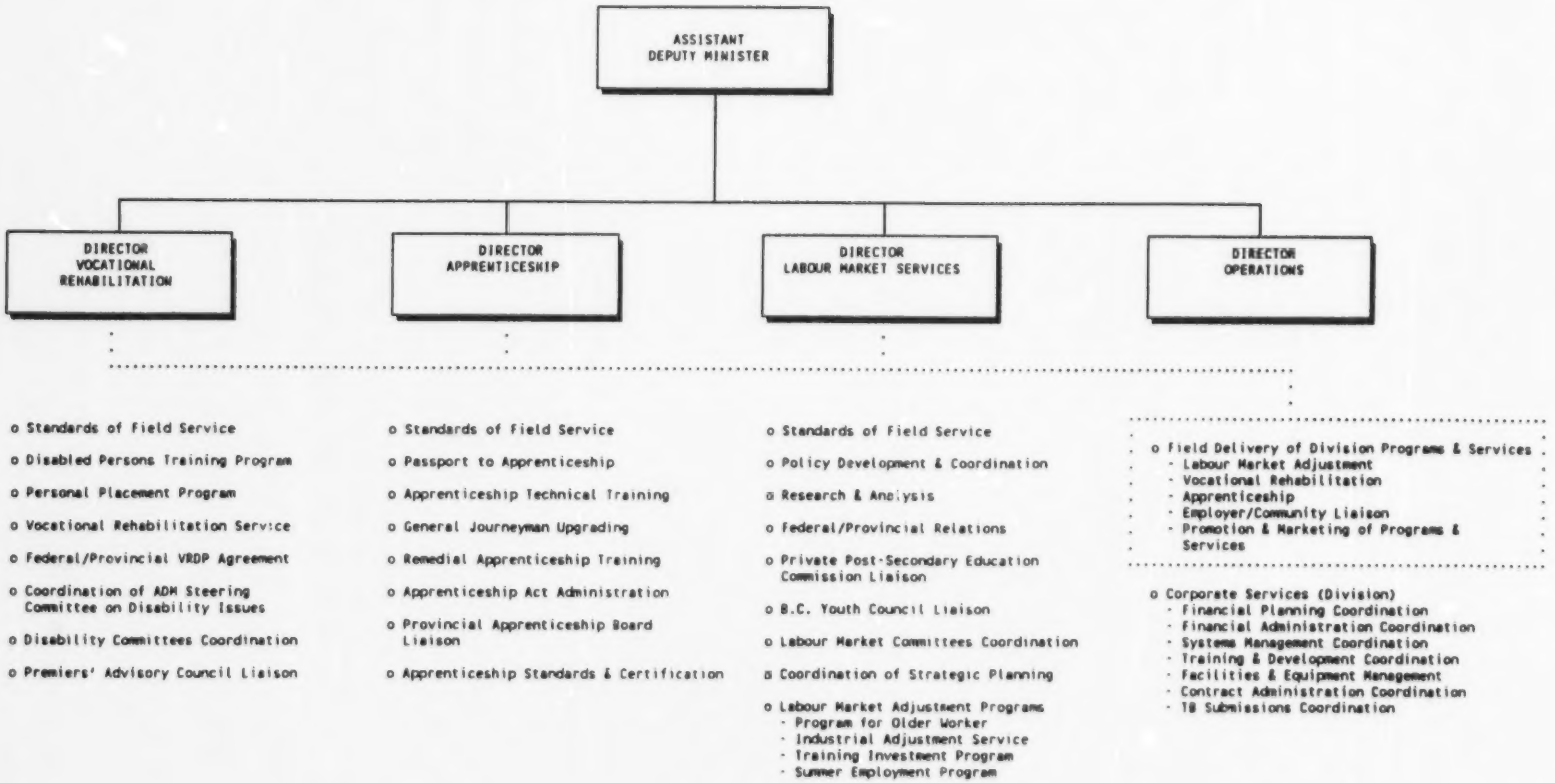
- Effective decentralized service distribution channels.
- Motivated staff throughout the province with a rich diversity of backgrounds.
- Strong, established consultation networks.
- Current, reliable labour market information.
- Effective intergovernmental relationships.
- Interministry leadership on labour market issues.
- Strong linkage to the private sector.

Challenges

- Adapting to ongoing changes in the business cycle.
- Working cooperatively with federal labour market partners.
- Integrating change outside the Ministry.
- Managing issues regarding boards, councils, task forces and advisory committees.
- Building awareness of the value of both academic and non-academic preparation for work.
- Integrating training systems and improving linkages among labour market stakeholders.
- Managing demand for/expectations regarding programs and services.

SKILLS DEVELOPMENT DIVISION

FUNCTIONAL ORGANIZATION


ASSISTANT DEPUTY MINISTER
DIRECTOR VOCATIONAL REHABILITATION
DIRECTOR APPRENTICESHIP
DIRECTOR LABOUR MARKET SERVICES
DIRECTOR OPERATIONS
o Standards of Field Service
o Disabled Persons Training Program
o Personal Placement Program
o Vocational Rehabilitation Service
o Federal/Provincial VRDP Agreement
o Coordination of ADM Steering Committee on Disability Issues
o Disability Committees Coordination
o Premiers' Advisory Council Liaison
o Standards of Field Service
o Passport to Apprenticeship
o Apprenticeship Technical Training
o General Journeyman Upgrading
o Remedial Apprenticeship Training
o Apprenticeship Act Administration
o Provincial Apprenticeship Board Liaison
o Apprenticeship Standards & Certification
o Standards of Field Service
o Policy Development & Coordination
o Research & Analysis
o Federal/Provincial Relations
o Private Post-Secondary Education Commission Liaison
o B.C. Youth Council Liaison
o Labour Market Committees Coordination
o Coordination of Strategic Planning
o Labour Market Adjustment Programs
- Program for Older Worker
- Industrial Adjustment Service
- Training Investment Program
- Summer Employment Program
o Field Delivery of Division Programs & Services
- Labour Market Adjustment
- Vocational Rehabilitation
- Apprenticeship
- Employer/Community Liaison
- Promotion & Marketing of Programs & Services
o Corporate Services (Division)
- Financial Planning Coordination
- Financial Administration Coordination
- Systems Management Coordination
- Training & Development Coordination
- Facilities & Equipment Management
- Contract Administration Coordination
- TB Submissions Coordination